

Ministry of Justice



Plan for 2014-15

Statement from the Ministers



*The Honourable
Gordon S. Wyant, Q.C.
Minister of Justice and Attorney
General*



*The Honourable Christine Tell
Minister Responsible for
Corrections and Policing*

We are pleased to present the 2014-15 Plan for the Ministry of Justice. The Government's Direction and Budget for 2014-15 are built on the principle of *Steady Growth* to support a continued focus on sound economic growth and shared prosperity.

Our plan identifies how we will support the government's four priorities of sustaining growth and opportunities for Saskatchewan people, meeting the challenges of growth, securing a better quality of life, and delivering responsive and responsible government.

We will grow neighbourhoods by promoting safe communities, reducing crime and improving public confidence in the justice system through prevention, intervention and suppression.

As part of the Saskatchewan Child and Family Agenda, an expansion of the Building Partnerships to Reduce Crime initiative will improve community safety and wellness throughout the province. Our plan also improves access to services for victims of crime and supports adults and children in vulnerable circumstances.

Challenges of growth will be supported by promoting a favourable business environment and better protection for consumers through legislative amendments.

We will help secure a better quality of life for our growing population by enhancing public safety initiatives and improving access to justice services.

Our Ministry will also continue to improve the effectiveness and efficiency of our programs and services to ensure the best use of public funds in serving the people of Saskatchewan.

While we are pleased with our accomplishments over the past year, we recognize more needs to be done to ensure Saskatchewan continues to benefit from the opportunities and meet the challenges of growth. The Ministry will work with other ministries and community partners to achieve greater success in the delivery of programs and services.

The Ministry of Justice will continue to implement the strategies and key actions within the Plan and will report on our progress in the 2014-15 Annual Report.

Response to Government Direction

The Government is committed to establishing Saskatchewan as the best place to live, work and raise a family.

In October 2013, the first progress report on the *Saskatchewan Plan for Growth – Vision 2020 and Beyond* was released. Saskatchewan's growth is strong and steady. As Saskatchewan continues to move forward, the Government will support growth in 2014-15 through investing in people and needed infrastructure, encouraging economic growth, and through sound policy and financial decisions.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and
opportunities for Saskatchewan
people

Meeting the challenges
of growth

Securing a better quality
of life for all
Saskatchewan people

Delivering responsive
and responsible
government

Government's vision and four goals provide the framework for ministries, agencies and third parties to align their programs and services to these priorities and meet the needs of Saskatchewan's citizens.

All ministries and agencies will report on progress in their 2014-15 annual reports. This supports Government's commitment to keep its promises and ensures greater transparency and accountability to the people of Saskatchewan.

Mission, Strategies and Actions

Mission Statement

The Ministry of Justice will provide a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; and provides legal and justice policy advice to government.

The core lines of business of the Ministry of Justice are:

- ⇒ legal and policy services for government;
- ⇒ policing and programs to support enforcement of the law;
- ⇒ public prosecutions;
- ⇒ dispute resolution / courts;
- ⇒ crime prevention / crime reduction / crime suppression;
- ⇒ youth and adult corrections programs;
- ⇒ alternative measures/community justice programs;
- ⇒ coroners program;
- ⇒ maintaining a framework for commercial transactions;
- ⇒ victims services and supports for adults and children in vulnerable circumstances;
- ⇒ family justice services;
- ⇒ protection of privacy and access to information; and
- ⇒ corporate support for financial, IT, communications and policy.

Strategy

Reduce crime and improve public confidence in the justice system through prevention, intervention and enforcement linked with suppression

Key Actions

- ⇒ Continue to support the Prince Albert Community Mobilization (CMPA), an approach to community safety and wellness that provides for immediate response to individuals and families in crisis in an effort to prevent crime and victimization. The model has two components: the Hub which is a multi-disciplinary group of front-line workers providing the immediate intervention and short-term solutions to situations brought to the table (crime prevention) and the Centre of Responsibility (COR) made up of dedicated human service professionals who collaborate on longer-term solutions to crime reduction and victimization.
- ⇒ Continue to implement Building Partnerships to Reduce Crime by exploring opportunities to support community mobilization throughout the province. This includes expanding the Hub and COR model into additional communities and continuing to work with existing Hub communities to further develop the risk management tool for integrated crime reduction initiatives. The tool identifies social risks and allows partner ministries and organizations to track and measure the impact of interventions on areas such as individual clients, caseloads and resources.
- ⇒ Continue to develop an alternative enforcement program that municipal police and First Nations can use to address local community safety needs, complementing current community policing practices delivered by the RCMP and municipal police services. The program will provide a governance framework, equipment and training standards, and identify functions / duties.
- ⇒ Continue to implement and monitor the Serious Violent Offender Response (SVOR), a more comprehensive, targeted and effective approach by Public Prosecutions, Adult Corrections and police services to reduce the threat posed by high risk, violent offenders, including handling dangerous offender and long term offender proceedings.




Photo credit: Ministry of Justice and Attorney General, Meadow Lake Court House

- ✦ In partnership with the RCMP, develop and support ongoing implementation of a province-wide strategy for chronic and serious violent adult and young offenders that incorporates evidence-based interventions to reduce offending, starting in the Yorkton regional area.
- ✦ Work with the National Crime Prevention Centre (NCPC), justice stakeholders and three northern communities to implement a violence reduction initiative. This initiative will collaborate with existing partners and resources in each community and will focus on providing intensive individualized support and interventions to a targeted group that includes high-risk youth who re-offend violently, youth at risk to offend and youth who are involved in or at risk of recruitment into gangs.
- ✦ Continue to work with the federal government to strengthen the criminal law and the criminal process to deal with serious offenders, including changes in areas such as lawful access.
- ✦ Focus alignment and practice in six key areas supported by the Deputy Minister's Expert Advisory Council that will target reducing crime and victimization: mental health and addictions; community mobilization; serious violent offenders; jobs, literacy and healing; community systems alignment; and sentencing practices.
- ✦ With ministries and other partners, continue to develop a violent crime reduction strategy, including a strategy to reduce violence in relationships.
- ✦ Continue to support policing initiatives to combat organized crime and gangs in the province by:
 - ✦ operating the Witness Protection Program to provide safety to witnesses involved in the prosecution of gang and organized criminal activities;
 - ✦ working with Criminal Intelligence Service Saskatchewan (CISS) and with other provincial and federal governments to address drug trafficking and other gang activities by using and enhancing tools such as the national gang database; and
 - ✦ continuing to raise the profile of intelligence gathering and sharing within the Ministry.
- ✦ Work with communities in the North to enhance services provided under the Safer Communities and Neighbourhoods (SCAN) program and the Framework Agreement for Community Safety and Policing Initiatives.
- ✦ Continue to work with Saskatchewan Liquor and Gaming Authority, the Ministry of Health and northern leaders to support northern communities in promoting the responsible use of alcohol and to reduce violent crime.
- ✦ Continue to improve the Civil Forfeiture Program by:
 - ✦ working with RCMP and Public Prosecution Service of Canada to amend federal policy so that civil forfeiture is not utilized as a last resort option; and
 - ✦ establishing an Administrative Forfeiture scheme that allows for forfeiture of non-encumbered personal property with a value of less than \$75,000 while minimizing costs to the government and the use of legal resources.
- ✦ Work with the Ministry of Highways and Infrastructure, the RCMP and Saskatchewan Government Insurance (SGI) to establish provincial traffic enforcement units focused on safety and enforcement to reduce collisions on roadways.
- ✦ Participate in a process evaluation of photo enforcement in construction zones in collaboration with SGI, Ministry of Highways, and RCMP.
- ✦ Continue to support a continuum of service for victims and offenders in the criminal justice system by funding community-based organizations to deliver alternative measures programs for eligible adult and youth offenders and by providing training about the renewed ministerial orders related to alternative measures.
- ✦ Using a three-year phased approach, reassign responsibility from the RCMP to Public Prosecutions for circuit point docket courts in a number of communities.



Photo Credit: Ministry of Parks, Culture and Sport, Hans-Gerhard Pfaff, Saskatchewan Legislative Building

Strategy

Improve policies, services, supports and infrastructure to increase public confidence, efficiency and justice for all people in Saskatchewan

Key Actions

- ✦ Develop legislation and regulations to implement lobbying rules and a registry in Saskatchewan.
- ✦ Initiate amendments to *The Election Act, 1996* based on the post-general election reports of the Chief Electoral Officer.
- ✦ Continue to improve policy, infrastructure, public safety, security and employee accountability in correctional services.
- ✦ Complete education and orientation sessions related to operationalizing new sections of *The Correctional Services Act, 2012* and *The Correctional Service Regulations, 2013* including revision of existing policies and development of new policies and procedural directives.
- ✦ Complete a long-term capital plan for young offender and adult custody facilities, designed to:
 - ✦ improve safety and security of aging infrastructure;
 - ✦ ensure infrastructure supports effective programming; and
 - ✦ meet future service demand.
- ✦ Enhance public safety and improve access to justice through sound infrastructure and enhanced security, including:
 - ✦ continued construction of the addition and renovations to Saskatoon Court of Queen's Bench, to be completed in 2015;
 - ✦ continued construction of a 72 cell living unit within the secure perimeter of the Prince Albert Provincial Correctional Centre;
 - ✦ construction of a cultural building for Prince Albert Youth Residence;
 - ✦ security upgrades to the Saskatoon Correctional Facility; and
 - ✦ in partnership with the Ministry of Health and SaskBuilds, provide leadership and expert advice in the development of a business case to support the construction of an integrated mental health facility in North Battleford.
- ✦ Continue expansion and increase use of video court in correctional centres and the provincial court system to save time, reduce travel expense and reduce the risk of escape associated with offender transport.
- ✦ Continue to develop and implement a plan for the provision of provincial prisoner transport (to court and inter-facility), court security and detention services.
- ✦ As part of the Saskatchewan Child and Family Agenda, enhance services and policies for children and families by continuing to offer Aboriginal Courtworker services in Regina, Saskatoon and Prince Albert in order to assist families in understanding child protection situations.
- ✦ Continue to identify ways to better protect children including re-issuing the Child Abuse Protocol that outlines policies and procedures for organizations and individuals to follow in cases of child abuse.
- ✦ Work with justice sectors, other ministries and community partners to develop and implement improved and innovative approaches to dealing with mental health issues in courts in Saskatoon and Regina.
- ✦ Continue to pilot the electronic ticketing initiative with RCMP begun in 2013-14 in order to improve processing time for offence tickets.
- ✦ Respond to recommendations resulting from cross-sector research that documented life experiences of offenders in the criminal justice and other human service systems. Participants identified gaps and opportunities to improve service delivery and transitions between service providers. This work will include cost analysis to maximize investment returns in order to deliver the best possible services.



Photo Credit: Tourism Saskatoon, City of Bridges

- ⇒ Continue to enhance the Justice of the Peace program that provides an entry point for the criminal justice system to enable it to better meet the needs of those involved by enhancing its administrative organization.
- ⇒ Work with the health care system to deliver a more comprehensive and effective service to offenders with a multitude of issues including substance abuse, mental health issues, Fetal Alcohol Spectrum Disorder, infectious diseases and diabetes.

Strategy

Improve access to services and supports for victims of crime

Key Actions

- ⇒ Continue to effectively manage the Victims' Fund to ensure timely, appropriate response to the needs of victims of crime through programs offering services including crisis intervention, financial compensation, support throughout the criminal justice process and public education.
- ⇒ Implement program amendments resulting from the review of the Victims Compensation Program.
- ⇒ As part of the Saskatchewan Child and Family Agenda, fully implement the Northern Transportation and Support Initiative to increase victim safety in the North by providing:
 - ⇒ transitional support and funding for emergency transportation and supplies when victims must leave unsafe circumstances; and
 - ⇒ resources to return to the community when danger to the victim is reduced.
- ⇒ Continue to work with federal government, police partners and victim services programs to support police sharing victims' information with police-based victim services programs.
- ⇒ Strengthen delivery and support of standardized training for staff and volunteers in existing victim services programs by working nationally on an e-learning project for volunteers.
- ⇒ With police services and other partners, continue to develop the model for a central registry for protection orders in Saskatchewan that will provide easily accessible information to police about non-contact conditions and will enable timely victim notification when circumstances change in criminal or family court matters.
- ⇒ Initiate and implement amendments to *The Victims of Domestic Violence Act* to broaden the scope of application of the Act and to update the legislation to streamline procedural requirements and address additional forms of violence.

Strategy

Support adults and children in vulnerable circumstances by providing program services and supports

Key Actions

- ⇒ As part of the Saskatchewan Child and Family Agenda, continue to develop and implement a plan that provides access to legal counsel for children in child protection cases.
- ⇒ Improve the efficiency of the Office of the Public Guardian and Trustee by modernizing the current computer system, Guardian, in order to continue to meet the needs of children and adults in vulnerable circumstances who are incapable of managing their own financial affairs.
- ⇒ Support the work of the Internet Child Exploitation (ICE) Unit to identify sexual predators and reduce the sexual exploitation of children through the Internet.

- ⌚ Continue to work with the Provincial Partnership Committee on Missing Persons (PPCMP), with families of missing persons and with other jurisdictions and organizations nationally and regionally to improve the response to missing person cases by continued implementation of the recommendations in PPCMP reports and by addressing strategic issues such as improving public awareness of the issues in missing person cases.
- ⌚ Continue to support the development, delivery and funding of programs for victims of interpersonal violence and abuse, including 41 services delivered by 32 community-based organizations in 17 communities.
- ⌚ Continue to work with the North East region to increase access to residential crisis services for women and their children who are fleeing circumstances of interpersonal violence and abuse.
- ⌚ Continue to deliver family justice services that include the enforcement of maintenance payments, parent education programs, custody and access assessments and supervised access and exchange programs.
- ⌚ Continue to work with other governments to implement changes in family law such as developing the Canadian response to the International Convention on Parenting and work with the federal government and other partners to support implementation of the *Family Homes on Reserves and Matrimonial Interest or Rights Act*.
- ⌚ Continue to review *The Enforcement of Maintenance Orders Act* to improve the collection of payments for children.
- ⌚ Implement amendments related to improved protections for vulnerable adults in *The Health Care Directives and Substitute Health Care Decision Makers Act*, *The Power of Attorney Act, 2002* and *The Public Guardian and Trustee Act*.
- ⌚ Continue to review *The Coroners Act, 1999* and *The Coroners Regulations, 2000* to better serve the public need for independent and impartial investigations into, and public inquests respecting, the circumstances surrounding unexpected, unexplained and unnatural death.
- ⌚ Complete the development and implementation of a new coroner case management database to support the delivery of effective death investigation services for coroners, government agencies, stakeholder groups and families.
- ⌚ Support the development of literacy and education as well as parenting skills for offenders in custody or under supervision.
- ⌚ Support the development of the provincial Mental Health and Addictions Strategy, including specific Ministry actions such as mental health services for offenders in custody and community, ongoing training for justice sector employees and provision of information on issues such as dealing with offenders and victims who have FASD.
- ⌚ Continue to support the development of evidence-based treatment programs for offenders to address interpersonal violence and abuse through the Ministry and community-based organizations.
- ⌚ Develop and implement a uniform system of fee waivers for Saskatchewan courts and tribunals in order to enhance access to justice for lower income individuals, as recommended by the Saskatchewan Law Reform Commission in its final report on *Needy Person Certificates and Waiver of Fees*.

Strategy

Enhance public safety and reduce re-offending through effective security and rehabilitation

Key Actions

- ⌚ Reduce re-offending through:
 - ⌚ assessing best practices related to recidivism and monitoring program effectiveness;
 - ⌚ training and orienting corrections staff in core behavior change skills and practices;
 - ⌚ ensuring supervision and case management standards by risk level are established and followed, including improved training and support for supervisors, probation officers and youth workers; and
 - ⌚ refining the case management process by implementing the findings of an internal review focused on reducing documentation and creating more value-added time for client contact.



Photo Credit: Ministry of Government Services, Prince Albert Court House

- ⇒ Continue gang identification, classification and placement activities within Adult Corrections to promote safer correctional facilities for offenders and staff.
- ⇒ Continue to improve information sharing strategies between the Corrections Security Intelligence Unit, Criminal Intelligence Service Saskatchewan partners and related Justice work units to impact on organized crime and gang-related activities in Corrections and in Saskatchewan communities.
- ⇒ Continue to ensure fairness to offenders through administration of justice processes that include improving expertise in sentence management, auditing and training.
- ⇒ Respond to increasing demand in adult Community Corrections by considering new and innovative approaches to delivering services and reviewing non mandated services currently being provided.
- ⇒ Continue to partner with the Regional Health Authorities to implement and manage substance abuse treatment and aftercare initiatives for adults serving custody and transitioning to the community.
- ⇒ In partnership with the Ministry of Education, develop a comprehensive Offender Education Strategy to ensure that existing resources are effectively and efficiently targeted to address client needs.

Strategy

Increase protections for investors and consumers, and assure the integrity of Canada's capital markets

Key Actions

- ⇒ Provide legislative policy advice to the Financial and Consumer Affairs Authority (FCAA) of Saskatchewan, including participation in federal / provincial / territorial working groups.
- ⇒ With the credit union system, continue to implement changes to *The Credit Union Act, 1998*, if needed, to facilitate Credit Union Central's restructuring plans.
- ⇒ Continue to work with other provinces to implement the harmonized legislation developed in 2011-12 that allows financial advisors dealing in securities to incorporate.
- ⇒ Develop regulations pursuant to the *The Pooled Registered Pension Plans (Saskatchewan) Act* to implement a statutory framework recognizing pooled registered pension plans to provide employees of small businesses and self-employed individuals a further opportunity to adequately prepare for retirement.

Strategy

Promote a favourable business environment and better protect consumers by improving legislation

Key Actions

- ⇒ Implement regulations for business practices for inclusion in *The Consumer Protection Act*.
- ⇒ Complete agreements related to *The Pension Benefits Act, 1992* and regulations to ease the regulatory burden affecting the establishment and administration of multi-jurisdictional pension plans.
- ⇒ Develop amendments to *The Condominium Property Regulations, 2001* required to implement the amendments to *The Condominium Property Act, 1993* to address issues raised in consultations with industry and consumers, including insurance, dispute resolution, condominium conversions and bylaw development and enforcement.
- ⇒ Continue to develop a new insurance act based on modern western Acts and engage in stakeholder consultations with industry and consumers in order to replace the existing, out-of-date Act.



Photo Credit: Ministry of Government Services, North Battleford Court House

Strategy

Enhance the effectiveness and efficiency of the Ministry's programs and services to ensure the best use of public funds and improve client service

Key Actions

- ✚ In partnership with the Information Technology Office (ITO), continue to improve the efficiency of and modernize the courts and corrections information systems through the ongoing development and implementation of the integrated Criminal Justice Information Management System (CJIMS) by adding:
 - ✚ an executive program director to oversee the implementation of health check recommendations and vendor contract negotiations; and
 - ✚ a change manager to guide stakeholders to maximize benefits.
- ✚ Continue to ensure programs are effective and efficient through specific program evaluations such as the impact of domestic violence courts on the criminal justice system and its partners.
- ✚ Develop a three-year Lean Improvement Plan by prioritizing key competency areas and activities performed by the Ministry and addressing high impact initiatives.
- ✚ Establish a consistent and holistic approach to Ministry procurement of goods and services to achieve savings and efficiencies by establishing linked-in and standard operating procedures through application of Lean procurement tactics.
- ✚ Continue to use the Lean Value Stream Mapping (VSM) and other continuous improvement methods to improve core business and supporting processes with a focus on improving client service delivery.
- ✚ Extend the Lean Management System (LMS) pilot launched within Policing and Community Safety Services Division to additional work units in order to establish visual controls, performance targets and a leader standard of work.
- ✚ Continue to improve and streamline the delivery of court services in the Provincial Court by completing the continuous improvement plans developed during the Lean initiatives in Transcript Services and in the Saskatoon Traffic Safety Court.
- ✚ Implement the continuous improvement plans developed during the Lean VSM event for Freedom of Information and Indian Residential School Records Requests.
- ✚ Collaborate with other ministries and agencies to support broad government strategies and objectives through continuous improvement initiatives that involve participation from more than one ministry.
- ✚ Implement the new computer system for the Maintenance Enforcement Office to provide better service to clients.
- ✚ Continue to develop and implement a corporate risk management framework to support achievement of Ministry objectives.
- ✚ Continue to enhance internal audit services to support Ministry objectives.
- ✚ Develop a Policy Compliance Framework that focuses on Quality Assurance in Corrections and Policing.
- ✚ Implement the third year of the four-year program review plan in order to continue to ensure that programs are aligned with government priorities, are achieving their intended outcomes and are meeting the needs of their clients.
- ✚ Review and implement the recommendations made by the established task teams in response to *The Road Ahead: Effective Community Corrections* and *The Road Ahead: Straightening the Road to Effective Youth Community Corrections*.
- ✚ Review the operations of the Saskatchewan Police College with a view to expanding its training to others in the public safety sector.
- ✚ Sustain recently implemented approaches to reduce overtime and improve attendance such as the automation of workforce scheduling for adult correctional centres and consider the value of efficiencies identified in the scheduling pilot project at the Regina Provincial Correctional Centre for other institutions.

- ⇒ Continue to conduct annual reviews with community-based organizations that have service agreements with the Ministry to ensure effective and efficient program management and accountability, and review agencies annually for potential multi-year service agreements.
- ⇒ Work with human service partners to ensure community-based organization service delivery is aligned with and focused on identified priorities of the local community.
- ⇒ Continue to administer the appointment and oversight of special constables for municipalities, police agencies, other government ministries, First Nations and community organizations.
- ⇒ Assess current workflows and address recommendations prepared for the Court of Queen's Bench to facilitate the development of a strategic operational plan.
- ⇒ With other ministries and community partners, continue to develop a provincial mass fatality plan, including a national disaster response strategy and a business continuity disaster recovery and crisis management plan.

Strategy

Ensure that the administration of public affairs is within the rule of law

Key Actions

- ⇒ Continue to provide legal and policy advice and services to Government to ensure its operations comply with the rule of law.
- ⇒ Through the Office of Public Registry Administration continue to provide Government with legal advice on public registry law, monitor compliance with the service agreements with Information Services Corporation (ISC) and perform the quasi-judicial functions required for these registries; promote expansion and administer the Common Business Identifier program; continue to provide services directly to the public on escalated and complex public registry applications; review and authorize payment for claims under the land titles assurance provisions and the compensation provisions for the public registries; and provide support and advice for litigation relating to the operation of the public registries.
- ⇒ Support the right to access records and uphold the protection of privacy by continuing to develop and implement consistent records management policies and procedures to enable retention, security and disposal of records in accordance with legislative obligations and other business interests.

Strategy

Negotiate key federal/provincial agreements to benefit Saskatchewan people

Key Actions

- ⇒ Continue to work with provincial, territorial and federal partners to ensure adequate levels of support for programs such as civil and criminal Legal Aid, the Aboriginal Courtworker Program, the Regina Drug Treatment Court and the Family Support Fund.
- ⇒ Continue to partner with Justice Canada to ensure the delivery of community justice programs.



Photo Credit: Tourism Saskatoon, Broadway Bridge

Strategy

Increase participation of Aboriginal people in justice system delivery to deal with criminal justice issues

Key Actions

- Support Government in implementing the First Nations and Métis consultation policy.
- Continue to access advice from First Nations and Métis Elders on justice reform and on existing policies, programs and services, including issues affecting First Nations and Métis offenders.
- Respond to the issues identified in the review of Aboriginal engagement in justice system delivery.
- Continue to review First Nations policing and operations and work with the federal government and First Nations in support of effective, professional and culturally appropriate policing and public safety services in First Nations communities, including an examination of the potential for special constables to deliver some low-risk services.
- Continue to work with First Nations and Métis organizations to increase their involvement with the delivery of corrections programs and services, to expand cultural programming in correctional centres and to develop an effective, culturally-based offender reintegration process.

Strategy

Employ people management strategies that support a high performing, respectful and professional workplace in a safe and healthy work environment

Key Actions

- Implement people management practices that enable a high performing, innovative and professional public service and creates an environment of cultural renewal that fosters excellence and innovation in client-centered service delivery.
- Build leadership capacity by developing executive and middle management talent, supporting the Corporate Mentorship Program and utilizing succession management frameworks.
- Enhance organizational and employee capabilities through the Ministry's workforce plans, change leadership, and continuing to promote talent management, professionalism and professional development.
- Attract, engage and retain youth by supporting corporate strategies and continuing to utilize summer student and co-op programs, social work and human justice practicums and the recruitment of articling law students.
- Support the implementation of the Ministry's Inclusive Workplace Strategy and the corporate direction on inclusion and diversity.
- Proactively assess and address workplace safety risks and address the broader issues of health and wellness for all employees.
- Improve consistent interpretation, application and adherence to the Collective Bargaining Agreement through established and standardized staff scheduling and payroll procedures.
- Continue to promote the Bright Ideas staff suggestion program as a way to engage staff in renewing workplace culture through use of Lean continuous improvement techniques.
- Enhance the professionalism of corrections staff by developing a comprehensive training and development framework that will include enhanced screening and integrity checks for prospective employees, a standardized province-wide Induction Training Program for adult and youth custody corrections employees and a standardized, province-wide orientation and training package for community corrections employees.
- Launch an Employee Recognition Program that includes opportunities for informal peer recognition and formal recognition by managers.

Strategy

Participate in / lead cross government approaches that support collaborative partnerships in government and community

Key Actions

- ✦ Through a collaborative process with other ministries and agencies, finalize and communicate the processes and guidelines for sharing information in integrated service initiatives and implement the distribution plan.
- ✦ Participate in the implementation of the Saskatchewan Child and Family Agenda, including the review of the child welfare legislation, Building Partnerships to Reduce Crime, children's counsel, Northern Transportation initiative, early childhood initiatives and the Aboriginal Family Law Courtworker Program.
- ✦ Work with other ministries to develop comprehensive strategies that will provide services and programs to individuals with autism and Fetal Alcohol Spectrum Disorder (FASD) and provide information to service providers and others on FASD prevention programming.
- ✦ Work with other ministries to develop "heat maps" that overlay areas with a high incidence of crime and high use of services like mental health and social services in order to support the development of collaborative local community safety initiatives.
- ✦ Work with other ministries to develop the Government Disability Strategy.
- ✦ Continue to work with the academic community to contribute to the field of research and evaluation in justice including the promotion of community safety, effective correctional programs and innovative initiatives. Communicate results in peer reviewed journals and presentations at national and international conferences.

Strategy

Reduce costs for families requiring legal information

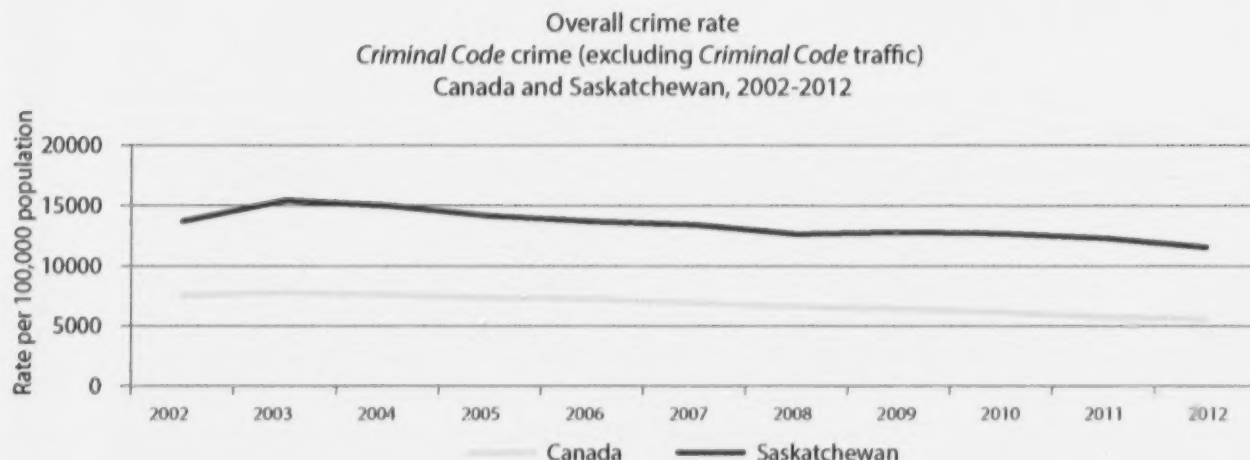
Key Actions

- ✦ With the Public Legal Education Association (PLEA) and Legal Aid, continue to examine opportunities to provide increased public access to legal information and forms and access to summary information and advice for individuals experiencing family law related issues.
- ✦ Continue to provide information on family law issues through the Family Law Information Line.
- ✦ Support access to justice by continuing to fund Community Legal Services for Saskatoon Inner City Incorporated (CLASSIC) to provide legal advice to people in vulnerable circumstances and by working with partners to advance access to justice.

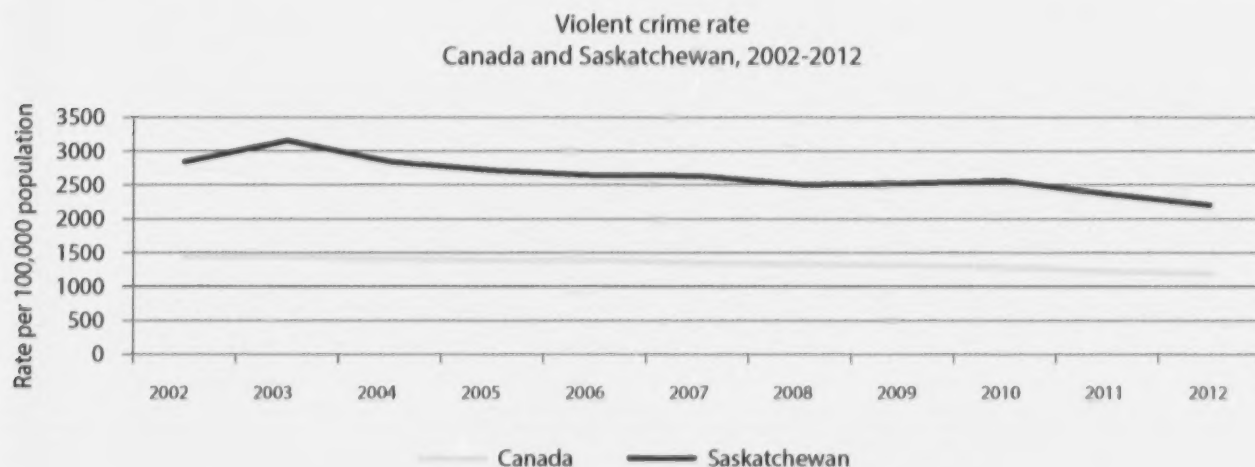
Performance Measures

Measure

Crime rates



Source: Canadian Centre for Justice Statistics Incident-based Uniform Crime Reporting Survey (UCR2), 2012

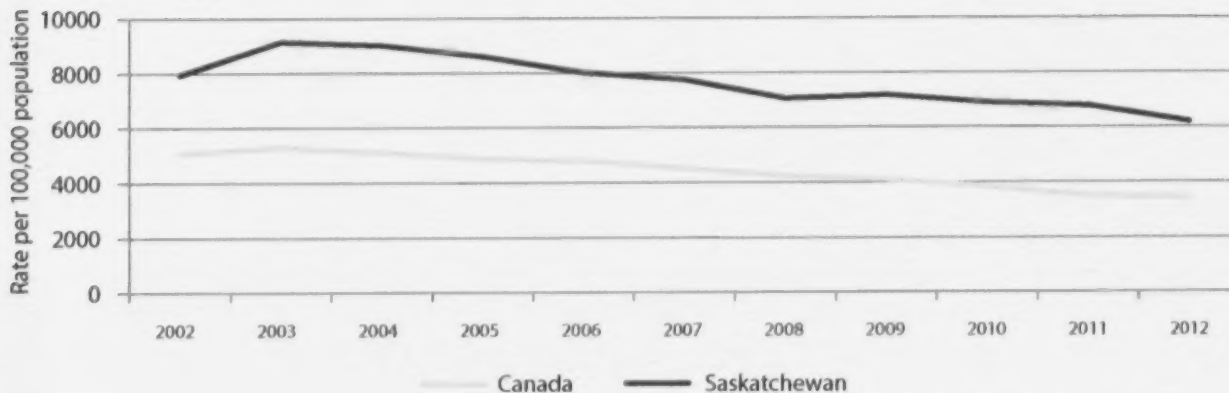


Source: Canadian Centre for Justice Statistics Incident-based Uniform Crime Reporting Survey (UCR2), 2012



Photo Credit: Ministry of Parks, Culture and Sport, photo by Paul Austring, Buffalo Narrows

Property crime rate
Canada and Saskatchewan, 2002-2012



Source: Canadian Centre for Justice Statistics Incident-based Uniform Crime Reporting Survey, 2012

Measure Description

These measures are of interest to the Ministry and the Government, as they provide a measure of the well-being of society. They also serve as the basis for planning and implementing specific key actions for the daily operations of Saskatchewan's criminal justice system. Most justice system funding and resources are used to respond to offending and victimization through enforcement and prosecution of offenders, or in working to reduce the risk of crime and increase public safety in other ways, such as community justice and crime prevention programming.

These measures support the Government's goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and suppression.

Generally speaking, crime rates provide information on how much and what type of crime is being experienced in communities. Crime rates do not describe how well criminal justice institutions are responding to crime. While the crime rate is often viewed as a justice sector issue and is a crucial consideration in justice planning, the root causes of crime are much broader. Addressing root causes such as unemployment, lack of education, housing and family dysfunction requires integrated, comprehensive planning, funding and resources across many different sectors. Most of the factors influencing crime rates are out of the direct control of the Ministry, although the Ministry needs to be able to effectively respond to offending and victimization.

In 2012, Saskatchewan's crime rate and crime severity index declined seven and four per cent, respectively. This was the eighth time in nine years that these numbers have fallen in the province. However, the Saskatchewan crime rate was more than double the national rate and the crime severity index was 1.9 times higher than the national. Among the provinces, Saskatchewan had the highest rates for overall crime, violent crime and property crime, as well as the highest overall crime severity index and the second highest violent crime severity index.

Saskatchewan has had the highest police-reported provincial violent crime rate in Canada since 1997. It also has the highest provincial family violence rate, highest provincial intimate partner violence rate, the highest provincial child and youth violent



Photo Credit: Ministry of Parks, Culture and Sport, Greg Huszar Photography, Saskatchewan Legislative Building

victimization rates, the highest provincial rate of family-related violence against seniors, and the second-highest violent crime severity index value and homicide rate. Self-reported victimization data shows a similar pattern, with Saskatchewan and Manitoba having the highest provincial self-reported rates of violent victimization.

The crime numbers in Saskatchewan continue to be cause for concern despite the decrease in overall reported crime and crime severity in recent years. In addition, police-reported statistics mask the full extent of violent victimization in Saskatchewan. Not all violent incidents are reported to police. According to the 2009 General Social Survey, only 38 per cent of incidents of violent victimization in Saskatchewan among those aged 15 and older were reported to police. As well, reporting varies by type and severity of offence. For example, nationally 66 per cent of assaults, 57 per cent of robberies and 88 per cent of sexual assaults in 2009 were not reported to police.

The graphs represent the most recent data available. Data from 2013 will be available from the Canadian Centre for Justice Statistics (CCJS) in July 2014.

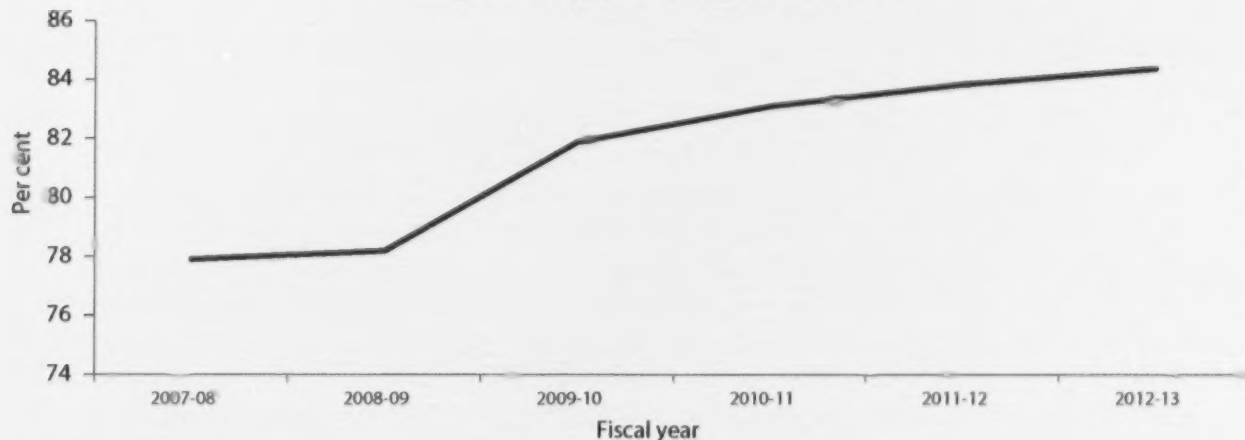


Photo credit: Ministry of Government Services, TC Douglas Building

Measure

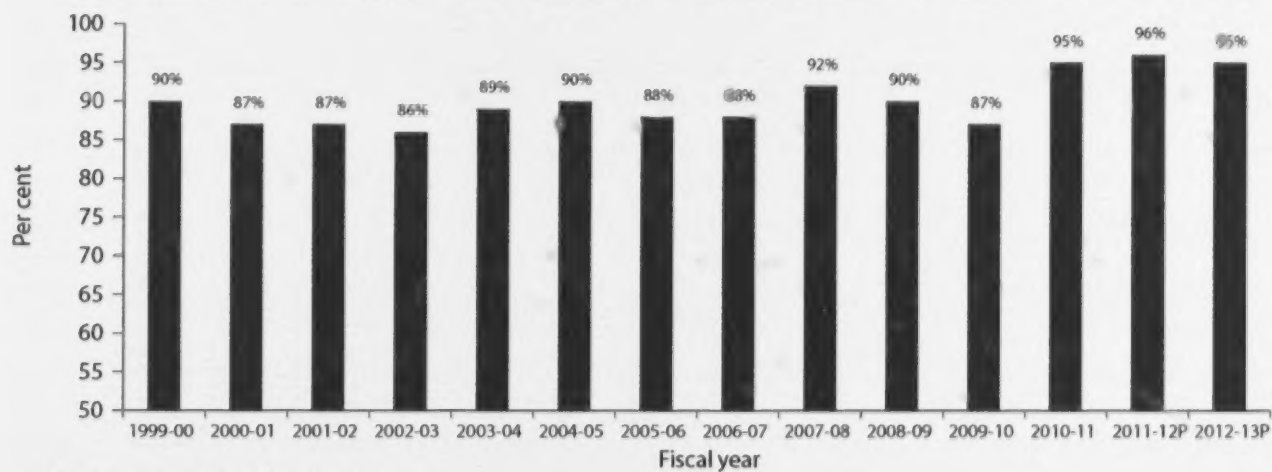
Offender Accountability

Per cent of dollar amount of fines ordered paid within
five years of disposition, 2007-08 to 2012-13



Source: Court Services, Ministry of Justice, 2013

Adult offenders successfully completing agreements in alternative measures programs, 1999-00 to 2012-13



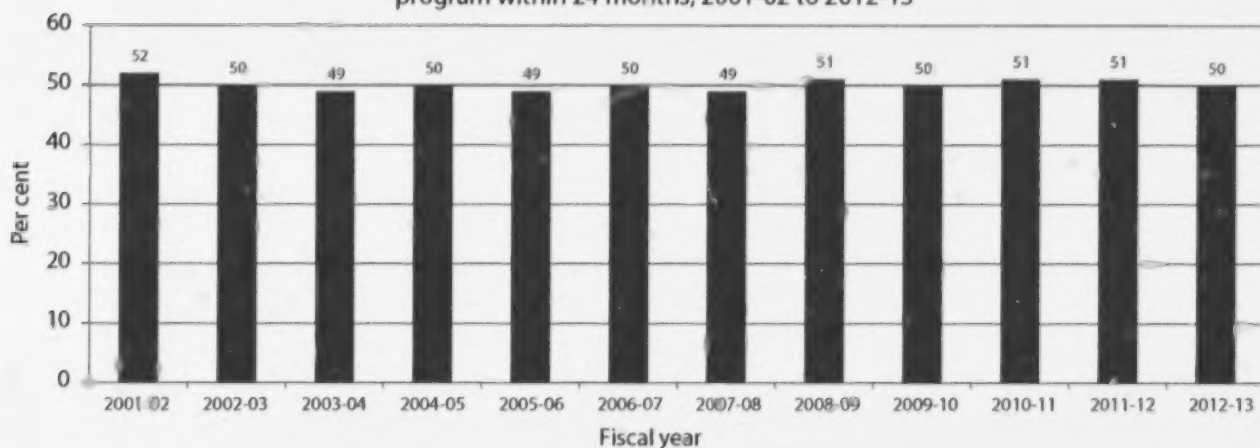
P - Preliminary data that requires further verification

Source: Strategic Initiatives and Program Support Branch, Ministry of Justice, 2013



Photo Credit: Tourism Saskatoon, River Landing Riverfront Park at Dusk

Percentage of sentenced offenders not re-admitted to a correctional program within 24 months, 2001-02 to 2012-13



Source: Adult Corrections Information Management System, 2013

Measure Description

These measures are of interest to the Ministry and the Government as they demonstrate the degree to which offenders are held accountable for their actions by the criminal justice system, a critical component of community safety. The Ministry holds offenders accountable in three ways:

- ⇒ financial commitments or fines;
- ⇒ community justice programs offering alternative measures; and
- ⇒ custodial sentences and community supervision orders.

These measures support the Government's goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and suppression.

Fine Collection

The Ministry is responsible for fine collection. Offenders can be ordered to pay fines as part of their sentences. Because the time it takes offenders to pay fines varies, this measure is reported over a five-year range as a percentage paid of the dollar amount of fines ordered in a specific fiscal year (e.g., payments for fines ordered in 2004-05 would be reported over the following five fiscal years).

As shown on the first graph above, this value has been fairly constant, ranging from just under 78 per cent to over 84 per cent over the last five reporting periods. The increases from 77.91 per cent in 2007-08 to 84.37 per cent in 2012-13 can be attributed in part to the establishment of the Fine Collection Branch in 2008-09 and the implementation of the agreement between the Ministry and the Canada Revenue Agency that allows the garnishment of GST rebates and income tax refunds when fines are not paid.

Although the Ministry attempts to have as much influence as possible over fine collection, it has a low-to-moderate influence over this measure. Factors such as the employment status and ability of the individual to pay are out of the Ministry's control.



Photo Credit: Ministry of Government Services, Swift Current Court House

Alternative Measures

The second measure provides data on offenders' successful completion of agreements in adult community justice alternative measures programs that are the responsibility of the Ministry. Alternative measures programs provide an option within the criminal justice system that allows crime to be addressed outside the formal court system. People accused of a criminal offence that take responsibility for their conduct may be offered the opportunity to address the harm caused by their actions by participating in diversion, mediation or conferences through a community-based program.

Of those adult offenders with reported final outcomes, 95 per cent were successful in completing their agreements in 2012-13. This continues to demonstrate the consistently high level of success in these programs, ranging over the years from 86 per cent to 95 per cent completing agreements.

The Ministry has a low level of influence over the outcome of this measure. The following determinants have been identified as affecting program success, all outside the control of the Ministry:

- ⇐ offender attitudes, values, beliefs, cognitive challenges and addictions;
- ⇐ available treatment services and programs;
- ⇐ family and social supports;
- ⇐ education/employment opportunities; and
- ⇐ changing police practice.

As well, this performance measure depends on external variables, such as the willingness of participants to reach agreements and the skills of the mediator/facilitator. This type of justice intervention may not have a long-term impact on some offenders if lifestyle conditions and supports remain unchanged. However, research and evaluation projects have shown that participants in alternative measures programs are less likely to re-offend than offenders who did not participate in this type of program.

Reoffending following a custodial sentence

This measure is one indicator of the success of the corrections' approach to enhancing public safety and reducing re-offending behaviour through providing offenders with effective rehabilitative interventions and appropriate security and supervision. Research shows that when correctional programs target risk factors that directly influence offending behaviour and when those programs are delivered in a manner that matches the learning style of offenders, re-offending behaviour can be reduced. The percentage of offenders who have completed custody and were not readmitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that adult correctional centres provide services for offenders with sentences of less than two years. Therefore, the graph does not include those offenders whose sentences are two years or longer and are serving in federal correctional facilities.

Rehabilitative programming is a key component of the Ministry's approach to reducing re-offending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to re-offending behavior, including antisocial thoughts and attitudes, low levels of education, lack of stable employment, family issues and addictions.

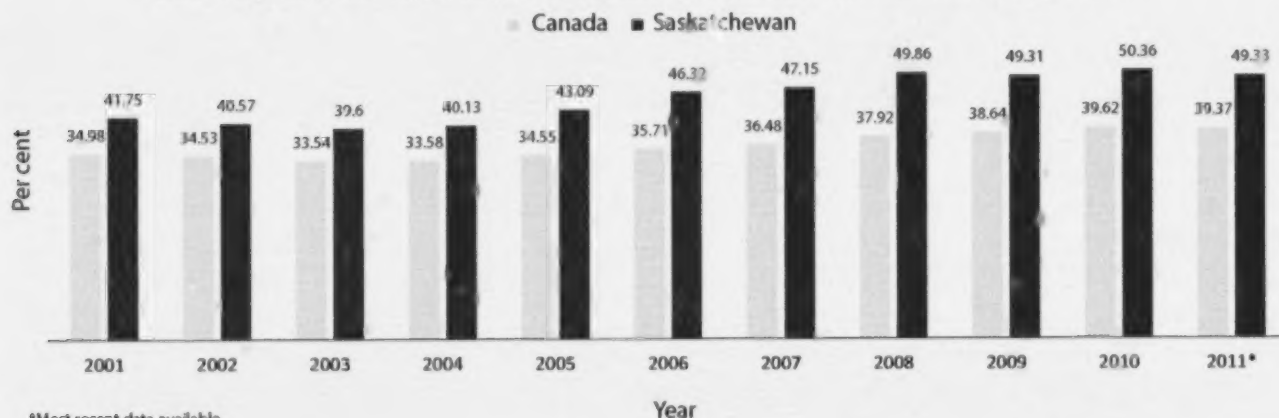
In 2012-13, the percentage of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody was 50 per cent, remaining relatively stable over the past ten years. The Ministry recognizes that it is difficult to significantly increase this percentage given that the rate of violent crime remains high, offender counts in adult facilities have continued to rise, and a large proportion of offenders are medium to high-risk.

These factors all contribute to an environment that presents significant challenges to positively affecting this measure. However, it should be noted that research indicates approximately 80-90 per cent of high-risk offenders re-offend within a two-year period. The statistics for Saskatchewan should be viewed in this context.

Measure

Clearance rates

Percentage of police-reported incidents cleared by charge or cleared otherwise, 2001-2011



Source: Canadian Centre for Justice Statistics, Statistics Canada, Police Administration Survey and Uniform Crime Reporting Survey, 2011

Measure Description

This measure is of interest to the Ministry and the Government as it is one indicator of the success police services have in reducing crime and improving public safety through effective enforcement. This measure supports the Government's goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and suppression.

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

While this measure is one indicator of the Ministry's progress in reducing crime through prevention, intervention and suppression, the Ministry has limited influence over these results. While the Ministry provides funding to police services and indicates its priorities, it does not prescribe the day-to-day operations of police services.

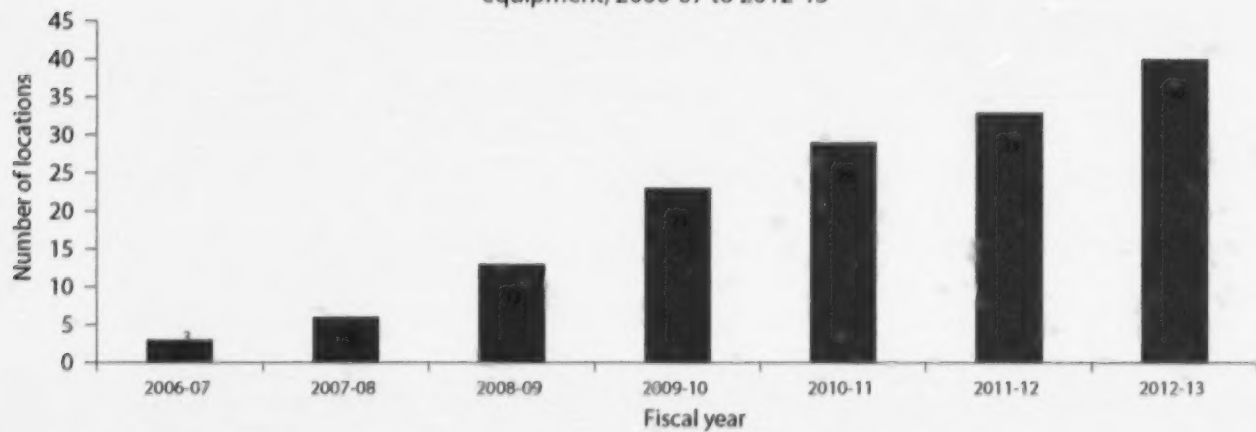


Photo Credit: Tourism Saskatoon, City of Bridges

Measure

Video-conferencing

Number of locations with access to video-conferencing equipment, 2006-07 to 2012-13



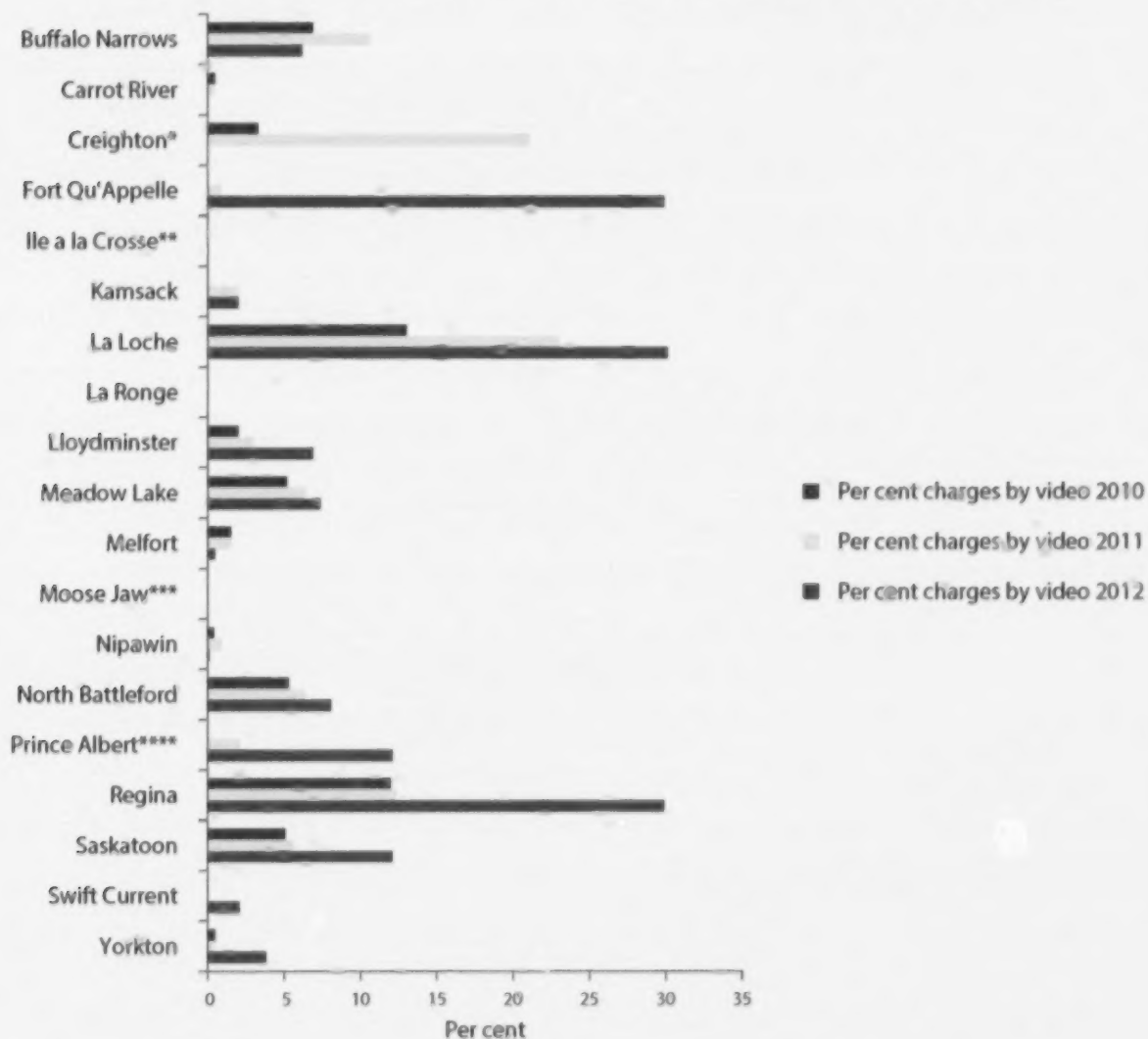
NOTE: The use of portable video-conferencing equipment enabled access in several court rooms in one court location. This measure has been revised to identify the number of court and correctional centre locations with access to video equipment rather than the number of video-conferencing sites as previously identified.

Source: Court Services, Ministry of Justice, 2013



Photo Credit: Ministry of Parks, Culture and Sport, Hans-Gerhard Pfaff, Downtown Regina

Per cent charges heard by video-conference in court locations with access to equipment



Notes:
 *Creighton continues to use video-conferencing but data is not available.
 **Ile-à-la-Crosse showed 0.01 per cent of charges heard through video-conferencing. Equipment was installed in the court in 2012-13.
 ***Moose Jaw was not operational until December 2012.
 ****Data from Prince Albert is under-reported as all sites are not represented.

Source: Strategic Initiatives and Program Support Branch, Ministry of Justice, 2013



Photo Credit: Courtesy of Enterprise Saskatchewan, La Ronge, Saskatchewan

Measure Description

These measures are of interest to the Ministry and the Government, as video-conferencing technology reduces the cost of prisoner and witness transport and assists in ensuring public safety. This measure supports the Government's goal of quality of life and the Ministry's strategy to improve policies, services, supports and infrastructure to increase public confidence, efficiency and justice for all people in Saskatchewan.

When used with offenders, video-conferencing primarily facilitates court appearances without transporting prisoners, witnesses, judges, Crown prosecutors, and defence counsel. It can be used for a variety of court proceedings, such as first appearances, adjournments, bail hearings, sentencing and remote appearances by witnesses and counsel. The use of video-conferencing sites reduces transportation and security concerns and costs, increases access to justice, and reduces court time and inconvenience to judges, counsel, the police, and offenders.

The number of locations with access to video-conferencing and the percentage of charges heard over video-conferences demonstrate the extent of this initiative's implementation. As shown, usage has increased over the years.

Since the initial installation of video-conferencing equipment in the Saskatoon Provincial Court and the Saskatoon Correctional Centre in 2006, use of video-conferencing technology has expanded greatly in Saskatchewan. As of March 31, 2013, it was available in 23 provincial court locations, nine Courts of Queen's Bench locations, one Court of Appeal, two provincial correctional centres for men, three youth centres, the Saskatchewan Penitentiary and the Regional Psychiatric Centre. In addition, one RCMP detachment and 33 interview rooms across the province have access to the equipment.

Video-conferencing equipment installed in court locations has also been used for other purposes such as accessing expert testimony, conferencing between judges and lawyers, and a justice sector conference on Fetal Alcohol Spectrum Disorder.

The Justice Automated Information Network cannot provide appearance counts by person; therefore, a proxy measure of the percentage of charges heard by video-conference has been used in the second measure. As shown, over the last year the use of video-conferencing has increased in the majority of sites. About 6,850 individual appearances throughout the province were made by video-conference.

The Ministry is encouraging the installation and use of video-conferencing equipment.

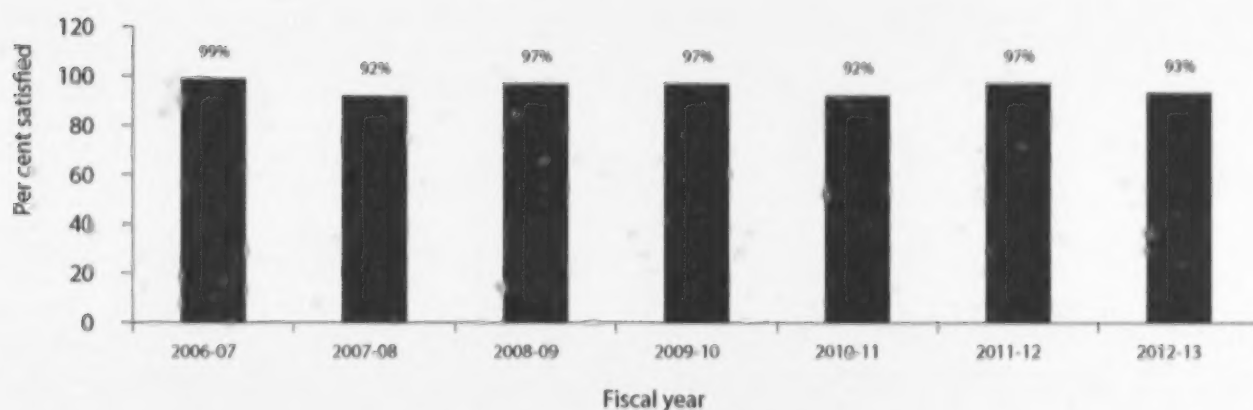


Photo Credit: Ministry of Government Services, Swift Current Court House

Measure

Victim services satisfaction

Client satisfaction with police-based victim services programs, 2006-07 to 2012-13



Source: Strategic Initiatives and Program Supports, Ministry of Justice, 2013

Measure Description

This measure is of interest to the Ministry and the Government as it demonstrates the Ministry's commitment to providing effective services and supports to victims of crime throughout the criminal justice process. It supports the Government's goal of quality of life and the Ministry's strategy to improve access to services and supports for victims of crime.

The 18 police-based victim services programs serve victims of crime directly and are available to 87 per cent of the Saskatchewan population in 61 of 96 RCMP and municipal police jurisdictions. For eight years prior to 2008-09, the programs served 80 per cent of the population. In 2008-09, services were expanded to new areas and the percentage of the population served increased by seven per cent. Work to increase victim services coverage to all Saskatchewan people and police jurisdictions began in 2012-13 and is expected to be completed in 2014.

The police-based victim services programs are very effective at providing support to victims of crime and traumatic events through crisis intervention, information about the impact of crime and victimization, support, and referrals to other services.

Since 2006-07, an annual satisfaction survey has been conducted with clients of these programs. The reported results from each year show programs are meeting their mandates very effectively. The most recent data available from 2012-13 is impressive and showed that:

- ⇒ most respondents (93.1 per cent) reported that the supports and services provided by Victim Services met their needs, with 51.9 per cent reporting that they "more than met my needs";
- ⇒ most respondents (92.9 per cent) reported that they were satisfied with the supports and services provided by Victim Services;



Photo Credit: Enterprise Saskatchewan, Greg Huszar Photography, Mosak Belle Plaine site

- ⇨ almost all respondents (97.6 per cent) felt they were treated with courtesy and respect and 96.6 per cent with compassion; and
- ⇨ almost all (96.6 per cent) reported that Victim Services people were non-judgmental.

Factors that may affect clients' perception of the program include: timeliness of response, frequency of contact, nature of services provided, the needs of the victim, the expectations of the victim about the role of victims services and their expectations for the criminal justice process.

The Ministry has a moderate level of control over these measures. The programs are delivered in partnership with the local police service. RCMP-based programs operate with non-profit community-based boards.

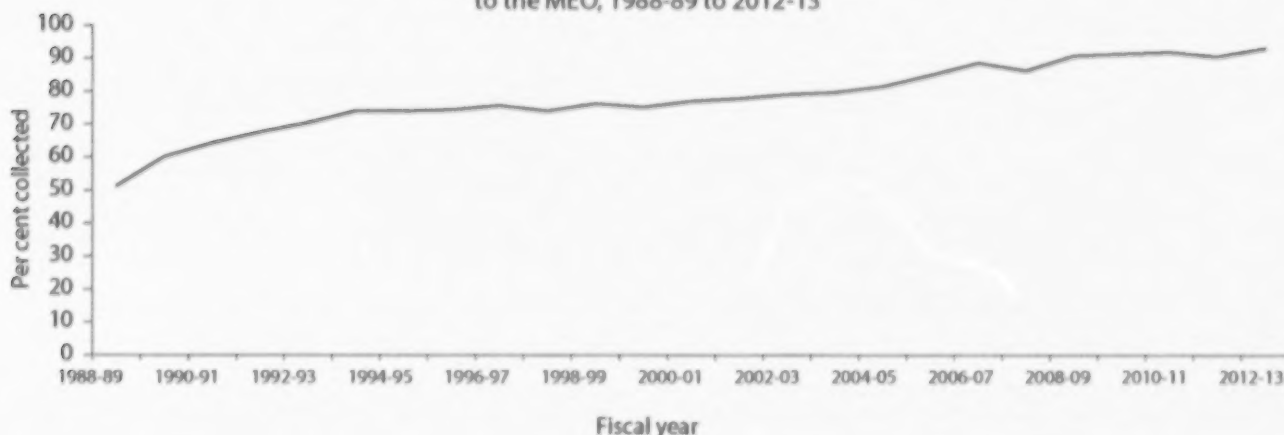


Photo Credit: Ministry of Parks, Culture and Sport, photo by Paul Austrung, Buffalo Narrows

Measure

Collection of support payments for children and families

Collection rates of maintenance enforcement orders and agreements referred to the MEO, 1988-89 to 2012-13



Source: Maintenance Enforcement Office, Ministry of Justice and Attorney General, 2013

Measure Description

Maintenance enforcement orders and agreements for financial support are issued following a divorce or separation. The health and well-being of families depend on timely receipt of support income to which they are entitled. This measure supports the Government's goal of quality of life and the Ministry's strategy to support adults and children in vulnerable circumstances by providing program services and supports.

This performance measure provides evidence that the Maintenance Enforcement Office has consistently improved its rate of collection over the long-term since it first opened in the 1987-88 fiscal year. Over the past nine years, the Office has maintained a collection rate of over 80 per cent. In 2012-13, the collection rate was 93 per cent of monies owed in maintenance and enforcement orders and agreements that were referred to it. This gave the Office the second highest collection rate in Canada, behind Québec.

The Ministry has a high level of influence over collecting maintenance. It can enforce orders through garnishment of wages, bank accounts, and federal government payments, such as Employment Insurance, Canada Pension payments, Old Age Security, income tax refunds, or GST credits. It is always looking for new ways to ensure the successful collection of monies owed.

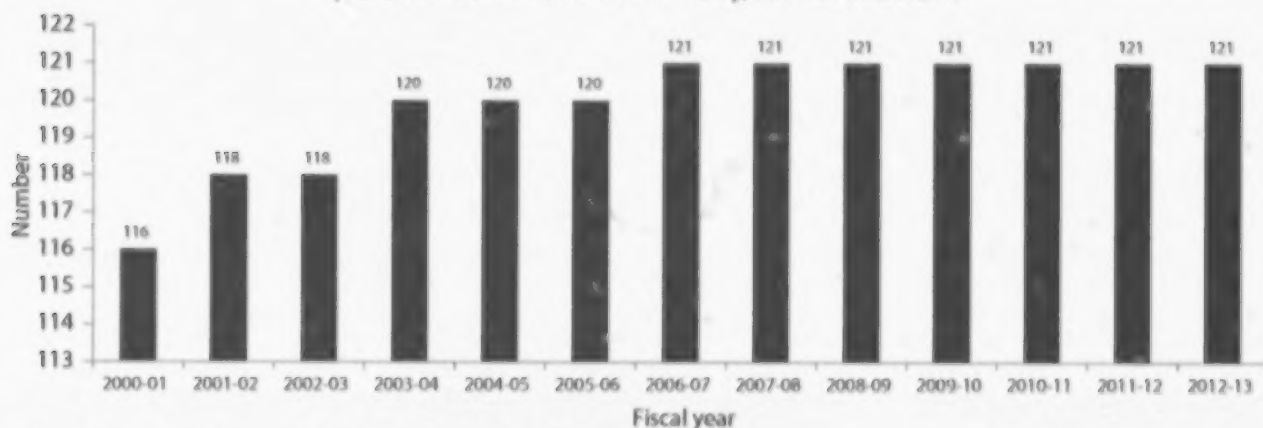


Photo Credit: Saskatchewan Watershed Authority, photo by Jim Kroshius, Katepwa Weir

Measure

Engagement of community-based organizations in crime prevention activities

Number of community-based organizations engaged in crime prevention activities with the Ministry, 2001-01 to 2012-13*



*This measure reflects only programs funded by the Attorney General portfolio within the Ministry of Justice.

Source: Community Justice Division, Ministry of Justice, 2013

Measure Description

This measure is of interest to the Ministry and the Government because it demonstrates the extent of partnerships and relationships between the Ministry and community-based organizations (CBOs) offering justice-related programs within Saskatchewan communities. Partnering with CBOs is a critical pillar of community justice activity and provides a measure of community engagement in crime prevention. This measure supports the Government's goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and suppression.

The Ministry of Justice (Attorney General) participated in the review of the cross-ministry approaches and practices used in working with CBOs. The review further validated the relationship and management process used by the Ministry, identifying it as an effective practice and bench mark for ministries working with the community sector.

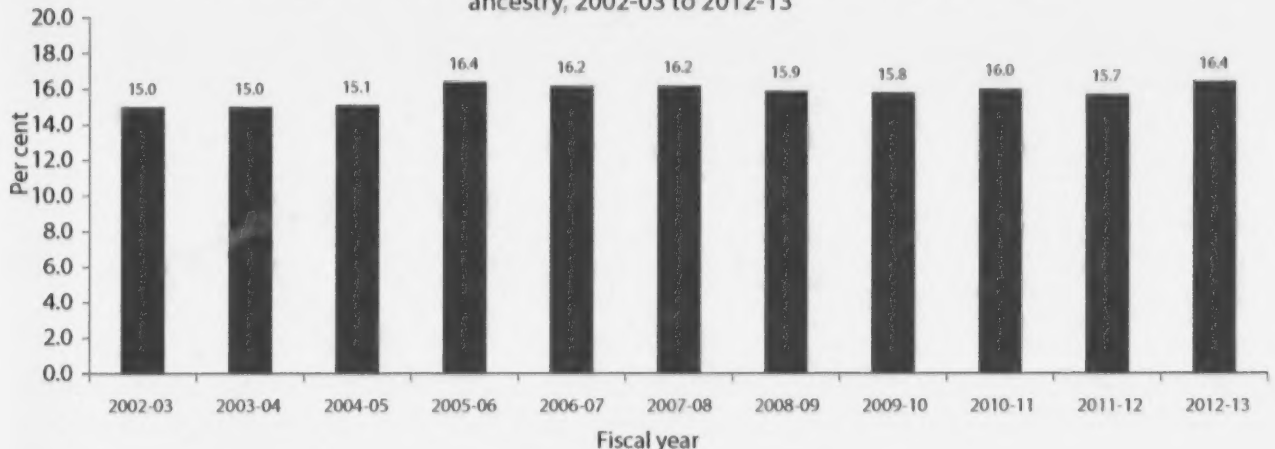
Since 2003-04, the number of communities engaged in crime prevention activities with the Ministry has remained fairly constant. These programs include: community justice programs, victim services programs, crime prevention programs and family violence prevention and crisis response programs. Implementation of the community-based model that the Ministry uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs.

The Ministry has a high level of influence over the measure, as the Ministry often initiates and supports community participation throughout the province across its initiatives.

Measure

Diversity

Percentage of employees who self-identify as being of First Nations or Métis ancestry, 2002-03 to 2012-13



Source: Public Service Commission, 2013

Measure Description

First Nations and Métis people represent approximately 14 per cent of the population in Saskatchewan, but are significantly overrepresented in the criminal justice system (between 70-80 per cent of people in custody are of First Nations and Métis ancestry). This measure is of interest to the Ministry and the Government as it is an indicator of the participation of Aboriginal people in justice system delivery.

One way to help ensure that Ministry programs respect the cultural and spiritual needs of First Nations and Métis clients is to have staff who are of First Nations or Métis ancestry. The proportion of Ministry staff who self-identify as being of First Nations or Métis ancestry continues to rise, from 15 per cent in 2002-03 to 16.4 per cent as of March 31, 2013. While the Ministry's proportion of First Nations or Métis staff compares favorably to the province's public service sector rate of 12 per cent, it is recognized that there is more work to be done in this area to increase this proportion.

The Ministry has a moderate level of influence over this measure and has attempted to increase the percentage by actively undertaking recruitment and retention measures. Some of the steps taken by the Ministry to increase the proportion of staff who are of First Nations or Métis ancestry included:

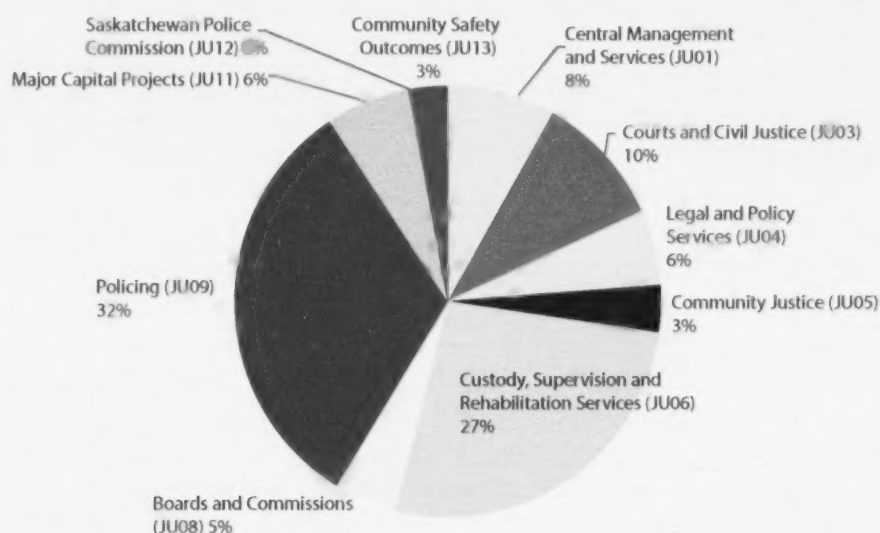
- attending career fairs across Saskatchewan, reaching approximately 6,000 students and community members annually (a high proportion of attendees are of First Nations or Métis ancestry);
- attending career events in First Nations communities to promote future careers in Corrections and Policing;
- designating First Nations and Métis positions in accordance with the Public Service employment equity hiring policy;
- continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment and other diversity workshops; and
- continued education and awareness provided to Corrections and Policing managers through the *First Nations and Métis Awareness Training*.

Financial Summary

2014-15 Estimates	(in thousands of dollars)
Central Management and Services (JU01)	48,757
Courts and Civil Justice (JU03)	59,373
Legal and Policy Services (JU04)	33,597
Community Justice (JU05)	20,924
Custody, Supervision and Rehabilitation Services (JU06)	158,431
Boards and Commissions (JU08)	28,322
Policing (JU09)	190,218
Major Capital Projects (JU11)	37,691
Saskatchewan Police Commission (JU12)	1,471
Community Safety Outcomes (JU13)	16,381
Total Appropriation	595,165
Capital Asset Acquisition	(37,691)
Non-Appropriated Expense Adjustment	1,304
TOTAL EXPENSE	558,778
Ministry FTE	2,779.1
Revolving Fund FTE	33.5

For more information, see the Budget Estimates at: <http://www.saskatchewan.ca/budget>

Justice 2014-15 Appropriation



Highlights

Budget Highlights:

- ⇒ Continue to expand the Building Partnerships to Reduce Crime initiative by working with community and justice stakeholders to advance efforts to reduce crime and increase community wellness.
- ⇒ \$15M to continue the construction of a new 72-unit expansion at the Prince Albert Correctional Centre.
- ⇒ Support a program to expand access to legal representation for children in child protection matters through the creation of a Counsel for Children Office.
- ⇒ \$1.62M to continue the installation and staffing of video-conferencing technology in the courts and custody facilities to provide offenders with access to the justice system.

For More Information

Please visit the Ministry's website at <http://www.saskatchewan.ca/government/ministries/justice> for more information on the Ministry's programs and services.

Front Page Photo Credits



Canola and flax fields

Photographer, Charles Melnick



Biking, Narrow Hills Provincial
Park

Greg Huszar Photography



Over the Hill Orchards

Greg Huszar Photography



Saskatchewan Legislative
Building

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